

# **Three Major Elements Important in the makeup and success of the Soldier, Team, and Institution**

- Discipline
- Morale
- Taking care of soldiers

# Three Factors to High Morale

- Good leadership
- Shared hardships
- Mutual respect

# Taking Care of Soldiers

- Create a disciplined environment.
  - Hold soldiers to high standards.
  - Train soldiers to perform in peace and war.
  - Treat soldiers fairly.
  - Share in soldiers' hardships.
- Set the example.
  - Demand soldiers do their duty.
  - Train soldiers rigorously.
  - Give soldiers all resources needed to survive in combat.
  - Provide family support.

# Leadership Challenges from Technology

- Learning strengths and weaknesses of different technologies.
- Learning how technologies match between your unit and others, U.S. and allies.
- Considering the effect of technology on the time to analyze problems, make a decision, and act.

# **Positive Combat Stress Behaviors**

You can bring out positive combat stress behaviors by:

- Training (drill)
- Wise personnel policies
- Good leadership

# Organizational Climate Questions

1. Do leaders set clear priorities and goals?
2. Is a system of recognition, rewards and punishments in place? Does it work?
3. Do leaders know what they are doing? Do they admit when they are wrong?
4. Do leaders seek input from subordinates? Do they act on feedback?

# Organizational Climate

## Questions (cont)

6. Are internal stress and negative competition high in the unit? If so, are leaders doing anything to change it?
7. Do leaders behave the way they talk, consistent with Army values and good role models?
8. Do leaders lead from up front or share hardships when things get tough?
9. Do leaders talk to their organization regularly and keep their soldiers informed?

# Leadership Styles

- Directing
- Participating
- Delegating
- Transformational
- Transactional